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Programs for Young Women in Trouble

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PROGRAMS FOR YOUNG WOMEN IN TROUBLE

Prepared for

U.S. Department of Justice

The Office of Juvenile Justice
and Delinquency Prevention

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JULY, 1981

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UNITED STATES DEPARTMENT OF JUSTICE
OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
WASHINGTON, D.C. 20531

Recent years have witnessed a welcomed establishment of legal rights for America's young people. A significant aspect of this trend has been the recognition of the status and unique needs of youth. The Office of Juvenile Justice and Delinquency Prevention encourages this recognition, particularly the recognition of the status and unique needs of young women in the juvenile justice system.

The inadequacies and disparities suffered by young women in the juvenile justice system are obvious, much more obvious than the solutions. Efforts to find solutions must be guided by an awareness of the status and rights of young women. Even more, we all must accept our responsibilities for finding the solutions. As young women receive legal rights unpredecented in our history, they also take on responsibility for their actions and the productive exercise of their rights. If our society is to remain strong and safe, we, its members, must educate and assist young women in this difficult task.

The Office of Juvenile Justice and Delinquency Prevention supports the philosophy that primary responsibility lies not only with young women themselves but also with their communities. Problems within the community are best responded to with the concern and continuity that only community members can provide. The task before the Office of Juvenile Justice and Delinquency Prevention is to help initiate, guide, and assist in the improvement of community-based efforts to help young women in trouble become responsible citizens.

Our responsibility is to supply the information and resources not otherwise available to the community. This booklet is part of a broad effort to provide assistance where needed. Several successful community-based programs for young women in trouble are described. It is hoped that concerned citizens can look to the included programs for guidance in their efforts to assist this nation's young women.

Charles A. Lauer
Acting Administrator

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Young Women's Resource Center
416 12th Street
Des Moines, IA 50309
(515) 244-4901
Contact: Laurisa Sellers, Director

The Young Women's Resource Center (YWRC) offers support services for young women, ages 13-21, in Polk County. Of the target urban population (305,000), in 1979, 25,415 were females between the ages of 10 and 19.

The Des Moines community began planning for the Center in the Spring of 1975. By conferring with other child care agencies and many community members, the planners were able to define the scope of services the Center could offer and it opened its doors in January of 1978, for service.

YWRC has a permanent staff of five which includes two full-time counselors. Volunteers are used but do not provide direct services. There is an all-volunteer Board, which is very active in policy making, and meets once a month.

Services are broken down into two major components: the problem-solving or counseling component; and the community education component. In the problem-solving component, family-related problems are the principal concern of clients. Other concerns are employment, school-related problems, sexual decision-making and issues of housing and finance. This component also offers support groups for minority women, young mothers, and ongoing support groups for teenage women. In the community education component, the Center provides community education in the following areas: self-image and awareness workshops; outdoor adventure series for young women; financing your education; and assertiveness training.

The problem-solving component can assist from 20-40 clients at a time. Though less than half of the client population has had court contact, the program gets self-referrals and school referrals as well as juvenile court referrals. The main program thrust is to teach the girls problem-solving skills. The first year YWRC was in operation, most of the young women coming to the program needed help in the areas of employment and education. (During the second year, more young women experiencing family-related problems were seen.) Independent living skills and services to adolescent mothers became the new focus of services in addition to those provided in the first year.

Until October 1980, the program operated with private contributions and limited funds from LEAA and later CETA. YWRC's FY'80 budget was $95,000. It became a United Way Agency in October, and its FY'81 budget is $105,000.

The program's relations with the community are very good. Program staff still feel that there are not enough community services for young mothers, specifically, those who kept their babies. There is also a lack of available housing for those who need to live away from home.

YWRC has been approached, periodically, to offer services to young men in the community, but so far the program has no plans to do this.

Threshold
906 South Phillips Avenue
Sioux Falls, South Dakota 57104
(605) 334-6686
Contact: Curt Rosen, Director

Threshold, a multi-service agency composed of four programs serving children and youth, is a private non-profit organization governed by a fifteen member Board of Directors, one of whom is a youth member. A group home for girls, 13-17 years of age, was the original program begun in 1973. The other three programs of Threshold are the:

- Runaway Program, funded by YDB, serving males and females 10-18. It provides temporary shelter and outreach counseling to runaways and their families.

- Youth Services Co-op, also YDB funded, a peer outreach program to train and hire teenagers in peer counseling skills.

- Child Care Food Program providing reimbursement for private family day care providers to provide nutritionally balanced meals for those in their care.

The group home has a licensed capacity of eleven; two spaces are reserved for youth-in-crisis. The facility accepts status and delinquent offenders who are referred by various state agencies such as the court or the social service department. While the group home could accept private referrals, the cost of a placement is too high, so all youths are processed through the court for placement. The length of stay for residents is nine to twelve months.

The group home program employs a four step system whereby residents are permitted greater responsibility and freedom based on their performance. Though the treatment philosophy of the program is eclectic, emphasis is placed on reality therapy and positive peer culture. The facility emphasizes community involvement and all residents attend public school and work. The girls also attend weekly group counseling sessions in the group home.

The goal of the group home is to place the youth back in their natural home, a foster home, or another appropriate placement to prepare them for independent living. Work with the family usually centers on family orientation and preparation for placement back in the home. Individual treatment plans are prepared and, in conjunction with family and placement workers, are reviewed quarterly and prior to placement. Placement workers are responsible for aftercare follow-up though Threshold will assist in this endeavor for three months following release.

The group home budget is approximately $92,000 funded through purchase of service agreements with public agencies. Girls come from local communities though some come from communities as far as 300-400 miles from Sioux Falls. Approximately 15-18 girls are served annually. The group home is staffed 24 hours a day with one Director, one program coordinator, two full-time and two part-time counselors, and one part-time secretary. Volunteers and students from local colleges and universities assist in areas of counseling, tutoring and recreation.

Though Sioux Falls is the largest community in South Dakota, its principal industry is agriculture and while Sioux Falls in the most populous community in South Dakota, it is basically a small town. Some of the problems of large cities like narcotic drug usage are not prevalent.

The group home's biggest problem was gaining neighborhood acceptance. The program assumed a low profile and received endorsements from churches and local groups. During the last three and a half years, the three other programs mentioned above were added to Threshold. This expansion has stabilized their financial situation and decreased the strain of administrative costs on one program.

New Directions for Young Women
Direct Services Program
376 S. Stone Avenue
Tucson, Arizona 85701
(602) 623-3677
Contact: Debby Rosenberg, Program Coordinator

The Direct Services Program of New Directions for Young Women is a short-term, non-residential program that serves young women between the ages of 12 and 25. The average time spent with each client is about 14 hours per week. The program began in 1976, with funds from the Office of Juvenile Justice and Delinquency Prevention, with the intent to provide alternatives to secure confinement for young women in trouble and to advocate for positive change within institutions and organizations that have the greatest effect on the lives of these young women.

The program, located in the center of downtown Tucson, serves both urban and rural Pima County youth and is equipped to deal with girls from a broad range of ethnic, cultural, social, and educational backgrounds. In 1980, 42% of those young women served by New Directions were Anglo; 31% Mexican American; 20% Native American; and 7% Black.

The staff of the Direct Services Program of New Directions is comprised of five women with diverse backgrounds reflecting a wide spectrum of experiences. All staff members act as counselors. Volunteers are utilized primarily in special project areas, for example as aides on the summer retreat in the mountains or as tutors in the educational component of the program. There is also a six member Board of Directors that have significant input into the operation of the program.

The program deals primarily with young women who are at-risk of delinquency. Approximately 90% of the population served are girls who are pregnant, have experienced sexual abuse or incest, or are having severe family problems and have run away or are considering it as an option. The average age of the client served is 16, although, as stated previously, the age range has been as wide as from 12 to 25. Out of the 1700 clients served by the program in 1980, approximately 600 were aided with individual counseling specifically. The remaining 1,100 girls received group counseling in the center as well as outside the center in their school or home. New Directions provides services from the feminist viewpoint and they are designed for young women who need support, information, and guidance, rather than therapy. Through the Educational Program, Groups, Individual/Family Counseling, and the Retreat Program, New Directions staff help girls deal with the issues directly affecting them, such as birth control, sexuality, rape, the job market, and

local cultural and educational opportunities. The Direct Services program components are available in local schools, agencies, and organizations. The staff makes every effort to establish close relationships with teachers, counselors, and others in the community who affect the lives of the young women in question. In fact, the majority of young women served receive services in their schools.

The 1981 budget for the Direct Services Program is $70,000, with funding from the City of Tucson, United Way, Title XX, and private donations. New Directions also has the National Female Advocacy Project, funded by the Office of Juvenile Justice and Delinquency Prevention. The project focuses on correcting the unequal treatment of young women in the juvenile justice system. Programs include education, coalition building, public policy action, and providing resources to those dealing directly with and on behalf of the nation's young women.

Caritas House, Inc.
166 Pawtucket Avenue
Pawtucket, Rhode Island 02960
(401) 722-4644
Contact: Susan D. Wallace, Executive Director

Caritas House is a program for young women aged 13-17, who have drug and/or alcohol problems and whose parents believe they need to be removed from the community because they have exhibited difficulty at home, in school, and in their communities. The girls are not considered addicted but are establishing patterns that point toward dependence on these substances, and have not usually been through the juvenile justice system except as status offenders. Their behavior indicates a need for residential rather than community based treatment.

The Executive Director founded Caritas House after having worked for the In-Patient Women's program being provided by the State of Rhode Island at the time. Many adolescents were coming into this women's program and she saw that a preventive program for younger women was definitely needed. The program was called Caritas House and began in 1974, under state auspices. In 1976, the program became private non-profit, and the program serves girls statewide.

The staff of Caritas House totals eight treatment and one financial person. All staff, including the Director, work as a team and share all the counseling and responsibilities. Volunteers are utilized to a great extent and provide all of the extras not covered in treatment costs. They teach dance, swimming, provide vocational seminars and give lectures on pertinent subjects. Parents volunteer in the areas of remedial educational help and orientation of new members. Paid tutors are assigned to each resident and the cost is reimbursed by her city or town of residence. Continuation of education is a requirement. The philosophy that Caritas House operates on is that, "When one in a family has a problem, all members share the problem." Since the girls are usually referred to phases of therapy, until the girl completes treatment parental involvement is in the form of weekly group therapy, and all family members are involved in weekly family counseling sessions. Prior to family counseling, the members go through an assessment process and a counselor is assigned. The parent groups are initially for orientation and general discussion. After a time, men and women go into more intense groups, one for fathers and one for mothers. These groups continue until treatment is completed. The father's group is run by a male counselor.

In addition to therapy, educational, cultural, and athletic activities are pursued.

While in treatment, a girl learns to be open about problems and to share needs and goals with her peer group. She is involved in daily group and individual couseling, which helps her to regain her self worth, solve problems, and to learn to change destructive behaviors. The supportive group atmosphere plus active parental participation contribute to a girl's successful completion of treatment.

Community relations have been excellent. The project has only been at this site since December, 1979. Prior to that, Caritas House was located on the grounds of the state institution in Cranston, though the program was totally separate from the state institution. Program staff feel much better about the new surroundings. They are equipped to handle about 230 clients at a time. So far, the girls have been accepted by the community quite well, as Caritas House invites interested community members to visit whenever possible.

A major problem is that the project is in constant search for more funds to allow them to hire more staff and offer more educational programs. Their FY'80 budget was $130,000. Funding sources include:

- National Institute of Drug Abuse
- Third party payments; and
- Food Stamps.

Caritas House raised $20,000 themselves to supplement their budget in 1980.

Child and Family Guidance Services
Girls Club of Rapid City
910 Wood Avenue Box 1572
Rapid City, South Dakota 57709
(605) 342-4195
Contact: Linda Thoreson-Holcomb, Director of
Child and Family Guidance Services

Child and Family Guidance Services is a multi-service program for female offenders operated under the auspices of the Girls Club of Rapid City, South Dakota. Five distinct programs are offered which are complemented by workshops, tutoring and other activities of the Girls Club. The five programs administered by Child and Family Guidance Services are: The Connection, Juvenile Delinquency Treatment and Prevention, Work Restitution, Youth Employment, and Drug Prevention.

The Connection provides temporary shelter in foster homes, a hotline service, crisis counseling, information and referral, advocacy and aftercare services for youth 10-17 who have run away from home. Youth may or may not have had actual contact with the Courts. The Connection is funded through Mountain Plains Coalition by a Youth Development Bureau (YDB) grant and with local matching funds. The 1979-80 budget was approximately $9,000.

The Juvenile Delinquency Treatment and Prevention Program is an intense short term program utilizing the family systems approach. Youth are referred by the Courts and/or correctional personnel.* While there is not a minimum age, the maximum age of a child served is 18. In addition to family therapy sessions (one to six sessions per family), peer group counseling is provided. The goal is to enable the youth to develop a positive support group, to learn to make responsible decisions and to feel good about herself. Special emphasis is placed on those youth who are making the transition from an institution back to the community and their family. Parenting groups provide on-going support and education to parents of offenders. The program is funded 60% by LEAA with the remaining 40% as local match, some of which is derived through client fees. The 1980-81, budget is $22,300. This program was started in 1979, at the request of the Courts and preliminary data from the program shows a 5% recidivism rate.

The Work Restitution Program serves first and second time female offenders who are under the age of 18, referred by the Probation Department. Youth provide community service hours within the Girls Club. The focus of this program is to teach youth to accept responsibility for their own actions while developing skills and building self-esteem. There is also a counseling component. The

*Emphasis is placed on serving serious or chronic offenders.

program is funded by the County and in-kind match for a total of $15,000 which includes administrative costs for Child and Family Guidance Services. This was the first program, starting in 1969, when the court requested a community agency to work with female offenders.

The Youth Employment Program provides employment training and supportive services to youth-at-risk, ages 16-21. Priority is given to those youth living on their own. In addition to job opportunities, youth receive individual and group counseling, and workshops on pertinent topics. An important aspect of the program includes the community's awareness of the value of youth. The program was started in 1979, and is funded by YDB and local match, totalling $43,000.

The Drug Prevention Program works with females between the ages of 5-17 years. Through group self-structure, girls learn responsible decision-making and communication skills. The service began in 1977 and is funded by the State Division of Drugs and the Girls Club, with a budget of approximately $15,000.

Child and Family Guidance Services is staffed by one administrator, four full-time professional counselors and one youth employee. The staff is supplemented by twelve volunteers who assist with groups, operate the hotline, and serve as licensed foster home parents. In addition to government funding sources, fund raising activities help support the program. The Girls Club services approximately 1200 youth a year of which 250 are delinquent or status offenders.

Rapid City has a population of 50,000 of which 25% are American Indian and 10% are from other minority groups. It is the second largest city in South Dakota and derives most of its income from tourism and a local Air Force base.

The major problems besetting the program has been volunteer recruitment, lack of funding and a lack of a strong evaluation component. The program is presently designing an evaluation with the Criminal Justice Training Center and the SPA.

Good Shepherd Center
4100 Maple Avenue
Baltimore, Maryland 21227
(301) 247-2770
Contact: Zita Kiratli, Director of Admissions
Jane Wickey, Director of Program Development

The Good Shepherd Center, located in Baltimore, Maryland, serves young women aged 13-18. Though the majority of the population is from the State of Maryland and surrounding areas, referrals are accepted from elsewhere. Professional referral is required in order for any girl to be considered for admission.

The House of Good Shepherd, now known as Good Shepherd Center, was founded by the Sisters of the Good Shepherd in the City of Baltimore in 1864. A second house in Baltimore was established in 1892, and these programs were merged in 1965. The present facility, built in 1970, provides a variety of treatment programs.

The Center's programs are founded on a strong belief in each person's potential for growth and her right to receive education adequate for her to make responsible and knowledgeable decisions.

Staffed by 59 full-time and 22 part-time staff, the Center provides direct services to adolescents and their families. An additional 21 full-time staff and 13 part-time staff provide indirect services. Volunteers contribute their services in the Residential, Day and MacTavish programs in the areas of recreation, religious education, social activities and Big Sisters.

Center programs are available to troubled adolescent girls and their families without regard to race, religion, or national origin. Reasons for referral to Good Shepherd Center include girls who are at-risk of delinquency, emotionally disturbed, in need of special education, as well as court adjudicated CINS and delinquents. The Center is approved by the Joint Commission on Accreditation of Hospitals, licensed by the Maryland State Department of Health and Mental Hygiene and approved by CHAMPUS.

The Center has three treatment programs operating within it, each designed to meet the needs of a specific population of girls. A fourth program operates within low cost housing and serves families in their own home.

Description of these programs follow:

RESIDENTIAL TREATMENT PROGRAM

In this program there are five groups operating with 15 girls assigned to each. A treatment team consisting of a psychiatrist, a group leader (supervisor of child care management within the group), a social worker, and two team teachers are assigned to each residence. In addition, outside resources such as the doctor, nurse, recreational consultant and assistant group leaders may be brought into the treatment planning as indicated. The group model consists of five separate residences (apartments) so each girl has her own private space. This program is for girls who cannot stay in their homes, but need another environment to learn skills necessary to make them functioning members of the community. The treatment team works with the girls, their families, and the referring agency workers to plan, put into effect, and evaluate treatment goals. There are regular group meetings that allow the girls and staff to focus on the group living experience and on the growth process that results from this in a therapeutic environment.

The Residential Program has been in continuous operation since 1864.

MacTAVISH APARTMENT

This new program, begun in February 1980, is for girls who have been through the residential treatment program and need to strengthen their independent living skills. A girl must be at least 16 and have successfully completed the other residential treatment program. It must also have been determined that a girl cannot return home, or that the girl has no family to which she can return. Capable of serving eight young women, this program prepares the girls to live alone, take a job or develop their educational skills so they can go on to college.

Rather than a group leader being in charge of the residents, a staff person functions as an apartment manager overseeing the program. In addition to helping the girls in their move toward independence in the apartment, she counsels them in job skills, recreational resources outside of the Center, and managing their own money.

Each girl has her own room with a key to her door and the apartment that she can lock. The girl is expected to perform the things she will have to do for herself when she returns to the community. She is encouraged to make friends in the larger community through her job, and recreational and church activities in which she is presently engaged. At the successful completion of this program she is ready for independent living within her own community.

THE DAY PROGRAM

This program has been in existence for seven years and is aimed at girls who can live at home but who are having problems, either behavioral or educational. Each girl must have a parent or guardian who will work with the staff in the program. Transportation is provided by the Center to take the girls back and forth from their homes.

The girl must be able to read at a third grade level and have a minimum knowledge of mathematics. Determination of the girl's ability to utilize the educational program is made by the Principal of Good Shepherd School and the community school. The ratio of teachers to students is one to ten, and all teachers are certified in special education in addition to their particular area of expertise. Individual, group, and family therapy are also provided.

ACTION CENTER FOR TEENAGERS (ACT PROGRAM)

Although sponsored by Good Shepherd Center, this program is actually operated as a separate entity. It is an outreach program, working in low cost housing projects, targeted to families with children. In existence two and a half years, ACT is a prevention program.

Home Management Specialists work with both the adults and the children in their homes. The Home Management Specialist's education and experience include a combination of counseling and home economics or home management. Families receive both counseling and direct assistance with home management tasks such as organizing the home, cleaning, preparing balanced meals, and wise shopping. The Home Management Specialist works with families as they learn to carry out these tasks.

Originally funded by private foundation funding, ACT recently contracted with the Baltimore City Housing Authority as a part of their "Urban Incentives Anti-Crime Program." Additional funding for the program comes from grants by various federal agencies.

As of October 6, 1980, there were two Home Management Specialists on staff. An Educational Therapist was hired in February 1981, to set up small groups of young mothers to form cooperatives as a tool to

utilize their own and community resources in maintaining family stability. The program is located in the "Jonestown" area of East Baltimore.

The program capacity for the residential program including MacTavish Apartment is 90 girls. The Day Program serves 15 girls in the program with five on follow-up status in the community. It is anticipated that the ACT Program will provide services to 80 families in the coming year.

The Good Shepherd Center operates on purchase of services basis with other agencies, specifically with:

State Juvenile Services Administration
State Department of Social Services
Maryland Board of Education
Housing Authority of Baltimore City
Federal Department of Health and Human Services
CHAMPUS
Contracts with States making referrals for services

Finally, the Center's community relations are excellent. The facility is made available to a wide variety of community organizations for their functions.

Project Hope
Public School No. 24
Lincoln Park-Delaware Avenue
Albany, New York 12202
(518) 465-7378
Contact: Mary Ann Finn, Project Director

Project Hope is a non-profit, non-residential treatment program designed to prevent a girl's entry into, or her further contact with, the juvenile justice system. It has a maximum capacity of 37 female adolescents between two units who are status offenders or who exhibit behavior of status offenders. A large percentage of Project Hope's clients are substance abusers, although this is not often the reason the girl is enrolled in the program.

Originally, the local YWCA was negotiating a grant with LEAA to provide a program for female adolescents. After these negotiations broke down, Hope House, Inc., a residential drug abuse agency with a successful track record in the Albany area, developed Project Hope which began operation in January, 1977. The target area is the entire County of Albany.

The staff at Project Hope consists of 17 members, with only 2 full time positions, including the Director and the Assistant Director. These figures include staff at Project Hope's present location as well as those in the new location that is serving twelve more clients. It is located in Guilderland and New Scotland, New York. The project also uses three volunteers and four student interns from local colleges.

The major program goals are to divert the female adolescents from the juvenile justice system and to prevent clients from having to be placed in long term foster care. The program is located in a public school building and operates from 3:30 p.m. to 5:30 p.m., Monday through Thursday. On Friday, the staff meets to share experiences and ideas.

In addition to providing individual and group counseling, tutoring, and recreation, the program monitors each girl's school behavior including attendance and performance on a weekly basis. The program also provides weekly family counseling exclusively in the home of each client, in the evenings and on Saturdays.

Basic tenets of Project Hope's philosophy are twofold:

- If at all possible, an adolescent should be allowed to stay in her own home and school; and,

- Primary responsibility for the adolescent rests with the family. The program does not try to assume this responsibility and operates on the basis that positive changes in behavior can only stem from the family's active participation in the girl's treatment.

The program enjoys excellent community relations. Due to its sponsorship by Hope House, Project Hope has been able to put together an impressive funding package. The FY 1980, budget for the Albany Unit was $110,038 from:

1. The Albany County Department of Social Services utilizing Title XX and State Department of Social Services Prevention funds;

2. Albany County Youth Bureau utilizing State Division for Youth funds; and

3. Albany City Youth Bureau utilizing municipal funds.

The FY 1980, budget for the Guilderland/New Scotland Unit was $13,170 (9/1/80 - 12/31/80). Funding sources included:

1. Albany County Department of Social Services utilizing Title XX and New York State Department of Social Services Prevention funds;

2. Albany County Youth Bureau;

3. Town of Guilderland;

4. Town of New Scotland.

The project feels secure about its future because of the substantial commitment the community has made to its success.

Crisis Homes
733 North Prospect Avenue
Park Ridge, IL 60068
(312) 692-4336
Contact: Lorraine Fox, Director

Crisis Homes is a short-term, residential shelter care facility for 12-17 year old girls. The program was founded in November, 1975, and was initially funded through an Illinois Law Enforcement Commission "start up" grant. Representatives from 19 communities worked together for over 7 years to develop and fund a shelter to provide temporary care for adolescent girls in the North and Northwest suburbs of Chicago in Cook County, Illinois. At present, Crisis Home is the only facility of its kind to serve this large geographic area. Many of the female adolescents served by this program come from a suburban background.

The staff at Crisis Homes consists of an Executive Director, a Program Coordinator, a Treatment/Planning Coordinator, two caseworkers, six child care counselors, an office manager, a part-time nurse and part-time cook. Psychiatric and case management consultations are available both on a weekly, and on an as-needed basis. All staff have at least a Bachelors degree in a human service area, and some experience in child welfare or youth services prior to their work at Crisis Homes. Volunteers are welcome as they are able to enlist community support, visit and spend time with the girls, and help, where possible, to raise funds and collect donations of furnishings, household accessories, clothing in good condition, games, books, records, etc. There is also a Board of Directors, with 15 working members, and an Advisory Board.

Having fulfilled all the licensing requirements for a child-caring institution in Illinois, Crisis Homes operates on a "no decline" basis. It provides services to girls who have often been turned away by other service agencies, and most of the clients have had contact with the court. The girls include those traumatized by physical, sexual, or emotional abuse, those with emotional disturbances, truants, girls who have run away from home, drug and/or alcohol abusers and others with self-destructive impulses. The only exceptions to this "no decline" policy are girls who are:

- suicidal or homicidal, for whom staff cannot provide protection;
- in need of immediate medical care; and,
- psychotic and unable to function in an open setting.

The girls must have either parental or legal permission to enter Crisis Homes, and be in need of an immediate professional response to a crisis and a protected environment. The average maximum stay at Crisis Homes is fifteen working days, during which the staff works with the family to develop a plan for the child's future. Every effort is made to get the girl back into her own living situation or one that is in her and her parents' best interest.

Crisis Homes requires that each resident and her family meet with a caseworker and a child care counselor while she is with this program. The girl also decides, with the support of other residents, the rules she will live by while at Crisis Homes and signs a contract to that effect. In addition, each girl and family work out an individualized "therapeutic contract" between them and Crisis Homes which underlies the program's basic treatment strategy which emphasizes personal responsibility for behavior. Aftercare services such as counseling are provided by the community resources.

The program is presently funded by the Illinois Law Enforcement Commission, (ILEC), through a grant which began August 1, 1980. The program's budget for this year is $312,000. Donations from charitable foundations, townships, interested service groups and individuals are needed and welcomed.

The plans for the future include increasing the scope of follow-up and aftercare services and negotiating with the Juvenile Court to deal with the issue of care for out-of-state runaways. If Crisis Homes ultimately serves this population, there may be a need to expand its facilities.

Sojourn, Inc.
142 Main Street
Northhampton, Massachusetts 01060
(413) 584-1313
(413) 586-6807
Contact: Amy Aaron, Director

Sojourn, Inc., is a multi-service program for young women, aged 13-21, who are either at risk of coming into contact with the juvenile justice system or have been adjudicated as children in need of supervision for status offense behavior. Since the program's beginning in 1975, only a handful of delinquent girls have been served.

In 1974, a group of area women decided to investigate what services were available to young women in Hampshire County. After attending a conference on the subject they developed an interest in this. They found that resources for adolescent women in the county were inadequate, which led them to begin planning for what, a year later, became Sojourn, Inc.

The program deals with girls that are from a variety of backgrounds: rural, industrial, or from the five-college area, which encompasses Amherst, Hampshire College, Smith, Mt. Holyoke, and University of Massachusetts.

Eight permanent staff, including a Director, a Fiscal Coordinator, an Office Coordinator, a Foster Care Coordinator, an Educational/Vocational Coordinator and three counselors, operate Sojourn. Volunteers are used in the individual case management component of Sojourn's program, and internships are offered to women attending local colleges. The fact that the entire staff is comprised of women is thought to add a degree of cohesiveness and confidence in the services provided. Sojourn is also part of a runaway network and a children's network, so referrals can be made to other appropriate agencies when necessary.

The basic program orientation is based on a self-help and advocacy model. The concept focuses on teaching girls to rely on their own resources rather than encouraging dependency on therapy and treatment. Independent living skills are taught and the idea that the girls have power over their own lives is promoted. The program has four major service components which include:

- Foster care for young women unable to live with their natural families.

- Counseling, both in the Sojourn office and out in the communities. This is individual counseling as well as short-term family counseling. Long-term family counseling is referred to another agency.

- Educational/Vocational component. This takes the form of Individual Life Management Workshops that are offered on a weekly basis in the following areas:

    1) housing
    2) money management
    3) health
    4) sexuality and relationships, and
    5) pre-vocational readiness.

- Individual Case Management. Sojourn staff trains and later supervises twelve female volunteers from the community in areas of concern when dealing with troubled female adolescents. These areas include drug and alcohol abuse, sexual abuse, and suicide. These women, after training, are matched with a girl in the program, and this one-on-one relationship provides the client with support in whatever area she may need.

Because of the extent and diversity of services, the program could not estimate the number of girls served at any given time. Their annual budget for 1980, was approximately $160,000. Funding for the program comes from several different sources:

- State Department of Mental Health
- State Department of Social Services
- Federal or United States Department of Health and Human Services
- Massachusetts Public Schools
- Law Enforcement Assistance Administration
- Private donations.

The program has enjoyed the support of the community. As it is strictly a women's organization, it has experienced some negative feedback on its philosophy; however, this has not been significant.

New Bridge
3217 Nicolette Avenue South
Minneapolis, Minnesota 55408
(612) 824-0711
Contact: Fern Seppler, Administrator

New Bridge is a private, not-for-profit program operated under the auspices of the Bridge for Runaway Youth, Inc. It serves females, ages 14-20 years old who have been involved, either directly or peripherally, in the behavior of prostitution. Seventy-five percent of those entering the safe shelter do so on their own, with the remainder entering as court referrals. More than fifty percent of the youth served have arrest records and half of these youth have standing convictions; seventy-five percent of those with arrests have had three or more arrest charges. While many of these youth were initially charged with status offenses, many of the older youth have been convicted of criminal offenses, such as auto theft and forgery. The arresting charge is often not for prostitution.

New Bridge is a residential program. Upon entry, girls are placed in a "safe shelter" program for 48 hours. The safe shelter allows the youth and staff time to review the situation and decide if the residential program would be useful. Eighty-five percent remain beyond the 48 hours. Girls stay in the residential program between three to nine months with the average approximately four months. Though New Bridge is licensed for ten residents, an additional two may be accommodated if there is a crisis situation.

Youth in the residential program are assigned to a primary counselor. Together the counselor and youth make a weekly care plan which addresses health, family, emotional and psychological needs. It also stipulates the youth's counseling, educational, vocational, and household chore responsibilities. After one month in residence, a youth must be in a school and/or work program.

Compulsory group sessions are held three times a week. These groups focus on specific concepts (clients decide the concept, e.g., trust, love, etc,), family group concerns, self-disclosure, and sexuality. There are also weekly activities such as poetry and karate. Community speakers from the court, police, and social services are invited to the house to teach youth how to use the system to their advantage and to build trust with these agencies.

New Bridge has not had a problem with chemical dependencies among their clients, though community resources are available for girls who have such problems. Other services are available through the

University of Minnesota. These include psychological testing, in-house individual counseling and visits by a volunteer physician on a weekly basis for New Bridge. This medical component has a prevention as well as a treatment focus.

A family program is just beginning. It will include group programs for mothers of prostitutes, groups for incest victims and family counseling sessions. Almost eighty percent of youth in the program have been victims of family abuse. Families are encouraged to visit as often as they want, though if the family is a negative influence they may be requested to cease visitation. Home visits are permitted if viewed by the staff as a positive experience.

Presently, New Bridge relies on outside agencies and their Board members to place youth in jobs. They have recently applied for CETA money which would allow for in-house job placement. The City of Minneapolis Board of Education supplies a tutor four days a week for the youth in residence. While youth are encouraged to participate in community activities, there has not been much past success in attendance at public schools. Occasionally, day-time programs in the community are used to supplement residential programs.

New Bridge is staffed 24 hours a day with para-professionals and professional staff. Staff training is considered to be an important component to insure that staff work well together despite differences in background. New Bridge has experienced three different managers since its inception in August, 1979, and only one original staff member remains.

There are eight residential counselors who cover three shifts. There is also an outreach worker and an outreach coordinator who are responsible for community relations, street work, advocacy and court work. Additionally, there is an administrator and a program director. The residential counselors are assisted by volunteers. A house manager completes the staff and is responsible for maintenance of the physical plant.

The 1980-81, budget is projected at $258,000 pending approval of the Board. It is anticipated that the budget will be decreased. New Bridge was initially funded by a YDB grant, though it has now ended. Other sources of funds include United Way, Hennepin County, private foundations and donations. While a youth will not be denied admittance based on her residency, her home county will be billed for expenses.

New Bridge originally had problems in gaining acceptance from the neighborhood in which it is located. An intensive education program has increased its acceptance. Recruitment of volunteers and operating funds remain as constant problems.

Operation Sisters United
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Washington, D.C. 20006
(202) 293-3890
Contact: Shirley Coleman, National Project Director

The primary goal of Operation Sisters United is to develop strong one-to-one relationships between adult volunteers and young girls. Operation Sisters United is a non-profit community-based day program for female offenders. While its headquarters are in Washington, D.C., the program is operational in five other locations.

The program design was founded and fostered by the National Council of Negro Women, Inc., (NCNW). Statistics for 1976, showed women as sole heads of 34% of all minority families and 11% of all white families. Statistics for that same year show that 52% of the female-headed minority families were below the poverty level as well as 25% of the white female-headed families. NCNW recognized the need for supportive programs for females to diminish the likelihood of repeated offenses, having noted that poverty and sheltered life offer an easy opportunity for criminal acts. Furthermore, NCNW believed that community-based programs would have more long range positive benefits than institutionalization.

The main objectives of Operation Sisters United are as follows:

1. To serve female juvenile offenders ages eleven to seventeen years who have had contact with the justice system and who, in the opinions of the referring agency and the Operation Sisters United staff, are felt to potentially benefit from the program.

2. To develop and deliver supportive services to contribute to the social adjustment and rehabilitation of the target group. Special emphasis is placed on home and family life, social achievements and adjustments, interpersonal relationships, and community participation and contribution.

3. To work through the program in such a manner as to prevent further conflict with the law.

4. To increase the capacity of community resources, especially alternatives to detention and incarceration of female juvenile offenders.

5. To recruit and train a corps of volunteers representing a range and variety of cultural, occupational, socioeconomic and interest backgrounds who will work with girls in the program.

Each area is staffed by a core of four full-time people: a Project Director, a Volunteer Coordinator, a Program Coordinator and an Administrative Assistant. Staff is supported by trained volunteers who talk with the girls, accompany them to court, participate with them in cultural and recreational activities, and provide needed attention. Additionally, volunteers teach courses, if suitably skilled. However, all sites employ up to six instructors to supplement the volunteers. The national staff consists of five full-time employees.

Youth generally remain in the program six to twelve months and normally spend a few afternoons a week at their Sisters United facility. Activities at the facility include individual counseling, tutoring, health and grooming classes, and enrichment programs. Programs are modified on an individual basis to meet the needs of the youth. While the standard operating hours are 9:30 a.m. to 5:30 p.m., it does vary from site to site and special activities do occur in the evening and on weekends.

Supportive family services are an integral part of the Operation Sisters United program. Regular home visits allow for exchange of information and staff insight. Parents are encouraged to participate in special activities such as Christmas parties.

The Washington, D.C. pilot project began in 1972, and from that time until 1976, the recidivism rate was less than 2%. All sites are presently being evaluated by independent contractors. LEAA is and has been the sole funding source for Operation Sisters United since October 1979. Approximately one million dollars has been allocated to this program for its services, which cost an average of $2,300 per girl yearly. For a two year period, OSU intends to serve 2,715 pre-delinquent and delinquent female juveniles.

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